A STUDY ON EMPLOYEE MORALE

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ABSTRACT: The morale is defined as the depiction of emotion, satisfaction, and overall attitude towards a workplace productivity is directly related to morale. Happy employees have high morale while dissatisfied and unhappy employees have low morale. Zial etc. the objective of the study is to know the study is to know the level of employee morale of the organization. The research methodology is descriptive method in sample universe 350 & sample size taken is 100. The tools that adopted in this study is weighted average method and percentage method from the interpretation and findings the company employee morale is good.

Meaning

According to Yoder "morale is a feeling, somewhat related to esprit de corps, enthusiasm or zeal. Fippo has described morale “As a mental condition or attitude of individuals and groups which determines their willingness to co-operate. Good morale is evidenced by employee enthusiasm, voluntary conformance with regulations and orders, and a willingness to co-operate with others in the accomplishment of an organization’s objectives.

Definition

Prof. Mee, However, holds the view that “good employee morale is the mental attitude of the individuals, or of the group, which enables an employee to realize that the maximum satisfaction of his drives coincides with the fulfilment of the objectives with those of the company, and subordinates his own desires to those of the company”.

Morale is a fundamental psychological concept. It is not easy to define. Morale is the degree of enthusiasm and willingness with which the members of a group pull together to achieve group goal. It has been defined differently by different authors. Different definition of Morale can be classified into three major approaches.

i. Classical approach
ii. Psychological approach
iii. Social approach

- **Classical approach**: According to this approach the satisfaction of basic needs is the symbol of Morale. According to Robert M. Guion "Morale is defined as the extent to which the individual perceives that satisfaction stemming from total job satisfaction”.

- **Psychological Approach**: According to this approach Morale is psychological concept i.e., state of mind.According to Jurious Filippo “Morale is a mental condition or attitude of individual and groups which determines their willingness to cooperate”.

- **Social Approach**: According to some experts Morale is a social phenomenon.According to Davis "Morale can be defined as the attitudes of individual and groups towards their work environment and towards voluntary cooperation to the full extent of their ability in the best interest at the organization”.

Factors Affecting Morale

Employee Morale is a very complex phenomenon and is influenced by many factors on the shop floor. Several criteria seem important in the determinants of levels of workers Morale such as:

- **Objectives of the organization**: Employees are highly motivated and their Morale is highly if their individual goal and objectives are in tune with organizational goal and objectives.

- **Organizational design**: Organization structure has an impact on the quality of labour relation, particularly on the level of Morale. Large organization tend to lengthen their channels of vertical communication and to increase the difficulty of upward communication. Therefore the Morale tends to be lower. Against this flat structure increases levels of Morale.

- **Personal Factors**: It is relating to age, training, education and intelligence of the employees, time spent by them on the job and interest in worth taken by them, affect the Morale of the employees. For examples if employees is not imparted proper training he will have low Morale.

- **Rewards**: Employees expect adequate compensation for their services rendered to the organization. Good system of wages, salaries, promotions and other incentives keep the Morale of the employees high.

- **Good Leadership and Supervision**: The nature of supervision can tell the attitudes of employees because a supervisor is in direct contact with the employers and can have better influences on the activities of the employees.
Work Environment: The building and its appearance, the condition of machines, tools, available at the workplace, provision for safety, medical aid and repairs to machinery etc. all have an impact on their Morale.

Compatibility with fellow employees: Man being a social animal finds his words more satisfying if he feels that he has the acceptance and companionship of his fellow workers. If he has confidence in his fellow worker and faith in their loyalty, his morale will be high.

Job Satisfaction: If the job gives an employee an opportunity to prove his talents and grow personality, he will certify like it and he will have high morale.

Opportunity to share profit: One of the requirements of high morale is possibility and opportunity of progress in any concern. All workers should be given an opportunity of the progress and earn high wages without any discrimination.

Types of Morale

I. High Morale:
It will lead to enthusiasm among the workers for better performance. High Morale is needed a manifestation of the employees' strength, dependability, pride, confidence, and devotion. Some of the advantages of high morale such as:

- Willing cooperation towards objectives of the organization.
- Loyalty to the organization and its leadership.
- High degree of employee's interest in their job and organization.
- Reduction in absenteeism and labour turnover.
- Reduction in grievance.
- Reduction in industrial conflict.
- Team building.
- Employee empowerment.

II. Low Morale:
Low morale indicates the presence of mental unrest. The mental unrest not only hampers production but also leads to ill health of the employees. Low morale exists when doubt and suspicion are common and when individuals are depressed and discouraged, i.e., there is a lot of mental tension. Such a situation will have the following adverse consequences:

- High rates of absenteeism and labour turnover.
- Decreased quality.
- Decreased productivity.
- Excessive Complaints and Grievances.
- Frustation among the workers.
- Lack of discipline.
- Increase in errors, accidents, or injuries.

The most commonly used methods for measuring morale are

- Observation
- Attitude or morale surveys
- Company records and
- Counselling

Observation

By this method, executives observe the behavior of their employees, listen to them while they talk, and note their actions - the shrugging of shoulders, a change in facial expression, a shuffling of feet, a nervous fluttering of hands, a change in work habits, or avoidance of company. Any departure or deviation from the normal is likely to tell them that something is wrong and needs to be set right.

Attitude or Morale Surveys

This method is generally used to discover the feelings of employees about their jobs, their supervisors, company policies, or the organization as a whole. It is classified into two categories - the interview method and the questionnaire method.
The Interview Method

By this method, employees are interviewed so that a judgment may be arrived at about their feelings and opinions about the different aspects of their jobs and the company for which they work. An interview may be a face to face affair, it may be oral, it may be in the form of an evaluation that is put down in writing. If interviews are to be relied upon, they must be employer – oriented.

The Questionnaire Method

The method is generally used to collect employee opinions about the factors which affect morale and their effect on personnel objectives.

Company Records and Reports

These are usually prepared by the personnel department at regular intervals with the assistance of supervisors and department heads.

Counselling

This method is used to find out the causes of the dissatisfaction of the employees and to take remedial action, and offer advice on personal matters

OBJECTIVE OF THE STUDY

Primary objectives

To the study on employee morale at sree saradhambal automobiles private limited.

Secondary objectives

To study on the factor affecting employee morale at sree saradhambal automobiles private limited.

To know about the method followed by the organization to improved employee morale.

To identify on the employee expectation at the sree saradhambal automobiles private limited.

To identify the relationship among workers in terms of morale in the organization.

SCOPE OF THE STUDY

The department performance of sree saradhambal automobiles private limited Coimbatore has been analysed in terms of its, all the department. This study helped me to familiarize myself with the company documents company journals and other manuals maintained by the company.

REVIEW OF LITERATURE

Zial (2011) concluded is that teambuilding has long term positive relationship between employee morale and employee retention. Team performance, individual contribution, team evaluation and coordination have long term positive relationship between employee morale and employee retention. Team unity has no significant effect on employee morale and employee retention.

Ngamb(2013) revealed that there is a relationship between leadership and morale, and those leadership competencies such as communication, fostering trust and team building set a clear direction for the college impact on morale. It is recommended that morale surveys should be conducted to obtain the requisite information before developing strategies that relate to employee morale, retention and performance.

RESEARCH METHODOLOGY

The research for knowledge through objective and systematic method of finding a proper and feasible solution to problem is popularly known as research.

Research design:

The research design is descriptive

Sampling Technique:

The sampling techniques used for this study is convenience sampling

SOURCES OF DATA:

- Primary Data : Questionnaire
- Secondary Data: Journals and Internet.
Population: 350

SAMPLE SIZE:
- The total sample size that is taken for this study is 100 samples.

RESEARCH INSTRUMENT
- Structured questionnaire is used here as the instrument to collect the data, both open ended and closed ended questions were used to possible.

TOOLS FOR ANALYSIS
Percentage analysis method, weighted average method and chi square method used in the tools analysis.

DATA ANALYSIS AND INTERPRETATION

Table 4.2.11
Safety and welfare measures

<table>
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<th>Particulars</th>
<th>No Of respondents</th>
<th>Percentage (%)</th>
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<td>1</td>
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<td>30</td>
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<tr>
<td>2</td>
<td>satisfied</td>
<td>35</td>
<td>35%</td>
</tr>
<tr>
<td>3</td>
<td>Neutral</td>
<td>15</td>
<td>15%</td>
</tr>
<tr>
<td>4</td>
<td>Dissatisfied</td>
<td>15</td>
<td>15%</td>
</tr>
<tr>
<td>5</td>
<td>Highly dissatisfied</td>
<td>5</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100</td>
<td>100</td>
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</tbody>
</table>

Source:
Primary data collected by questionnaire. Question No – 11

Inference:
From the above table, it is inferred that 30% of respondents highly satisfied, 35% are satisfied, 15% are neutral, 15% are dissatisfied, 5% are highly dissatisfied, and with their safety and welfare measures.
Weighted average method

An average in which each quantity to be average is assigned a weight.

Weighted average = \( \sum WX/\sum W \)

\( W = \) relative weight (%)

\( X = \) Value

<table>
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<th>Weighted average</th>
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<tr>
<td>Highly dissatisfied</td>
<td>5</td>
<td>1</td>
<td>5</td>
</tr>
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Weighted average = 370/15 = 24.666

CONCLUSION

The employee morale is most important for an organization success. The benefit of morale, high morale leads to success and low morale brings to defeat. In an Organization if the employees possess high morale then their attitude to stay in the Organization will increase our company. Increase our employee special talent.